

20 March 1975

MEMORANDUM FOR: Director of Training

THROUGH : Chief, Intelligence Institute

SUBJECT : Course Report - Midcareer Course No. 45,
2 February - 7 March 1975

1. Midcareer Course No. 45 was a successful running overall, in the opinion of both class and staff. This class was another example of a group of 30 disparate individuals melding themselves into a closely knit group early in the running and remaining that way for the entire five weeks. The class became known for their enthusiasm and penetrating questions; several of the speakers commented on this fact.

2. Phase I on the Agency was rated the highest by the class, while Phase III on World Affairs received the lowest marks. This low rating was largely due to the uneven quality of the speakers, several of whom received very poor marks. The field trip was marred by a broken ankle suffered by the only female in the class after our arrival in Miami. This incapacitated her for the remaining week and a half of the course. The class met with three of the Deputy Directors, but unfortunately both Mr. Duckett and the Director were unavailable at their scheduled times. Despite these disappointments the class generally felt that the course had met both the stated objectives and their own personal objectives.

Statistics

3. The 30 members of Course 45 represented the four Directorates. Eleven were from the Operations Directorate, seven from the Intelligence Directorate, six from the Directorate of Science and Technology, and six from the Directorate of Administration. The average age of the class was 37.8 years with a range of 32 to 49. The average grade was 12.8 with 11 GS-12's, 13 GS-13's, and 6 GS-14's. The average length of service was 10.0 years with a range of 4 to 24 years.

Major Changes

4. Major changes in this running consisted of four new speakers in Phase II, eight new speakers in Phase III, and the first visit to Miami on a field trip. The ratings of the new speakers ranged from poor

to outstanding; this same range applied to speakers who have appeared in previous runnings. The visit to Miami was deemed a success, although too rushed.

5. For the first time opening day was held in the Chamber of Commerce Building, with the Director of Training giving the welcoming remarks. The purpose of this was two-fold: to reduce the number of times the Director and DDCI are requested to open and close our courses, and to familiarize the class with the surroundings they would be in upon returning from the first two weeks [REDACTED]. The first purpose was achieved, but the impact of the second is difficult to measure.

STATINTL

6. The first Sunday evening session [REDACTED] went extremely well, and the congeniality which surfaced that night was strengthened by the team exercises the next day. Mr. Blake was the first speaker [REDACTED]. He divided his session into two parts: a discussion of his Directorate, and a discussion of "the current situation" (investigations and problems posed by the Freedom of Information Act amendments). The entire class was highly complimentary on his candor and forthrightness. The rest of Phase I proceeded according to schedule, with five substitute speakers (out of a total of 30) and one cancellation (Sayre Stevens). Speakers who rated highest with the class were [REDACTED] of FR Division, Tom Yale, and Lt. Gen. Wilson, D/DCI/IC, who spent an evening session [REDACTED] with the group. The visit to NASA's Langley Research Center was not rated well, with the exception of a fine briefing on the Viking Mars lander.

STATINTL

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STATINTL

7. Phase II opened with a presentation by [REDACTED] covering a historical perspective of the Intelligence Community. Although this was the first time he had given this presentation, it was very well received by the class. Other new speakers in Phase II included G. Harvey Summ from INR, [REDACTED] from DIA, and David Ransom from the NSC Staff. All three received mixed reviews leaning toward the negative.

STATINTL

STATINTL

8. The Miami portion of the field trip--to NOAA's Atlantic Oceanographic and Meteorological Laboratory and the Rosenstiel School of Marine and Atmospheric Science--was a qualified success. We led into it with the Canadian film "Who Owns the Sea?" and a discussion of law of the sea matters by [REDACTED] OGCR. Both of these were rated very highly by the class. The briefings at the NOAA Laboratory were fair but tended to be too technical. The class received two briefings at the Rosenstiel School: an overview of oceanographic research by Dr. Wooster, Dean of the School, and a discussion with slides of the theory of continental drift by Dr. William Hay of the faculty. Both briefings were well done, particularly Dr. Hay's, but some members of the class expressed disappointment that Dr. Wooster did not address law of the sea negotiations--he was one of the primary delegates to the Caracas conference last year.

STATINTL

9. The Kennedy Space Center visit was the usual highlight of the trip, with the exception of an opening overview briefing in which the speaker was obviously unprepared and uninterested. In addition to the tour of the facilities, very good briefings were given on the forthcoming joint Apollo-Soyuz mission and the space shuttle.

10. Phase III, as noted above, received the lowest marks in the course. The class generally felt that, although a few of the speakers were outstanding, the level of coverage of several subjects was far below par. New speakers who appeared for the first time were former Ambassador Schaetzel, [REDACTED] from OSR, [REDACTED] from [REDACTED] Dr. R.T. Ravenholt from AID, Dr. Lawrence Caldwell from the National War College Faculty, Lindsey Grant from State, and Joseph Willet from Department of Agriculture. Dr. Ravenholt received high marks for his discussion of population matters, but the others received mixed reviews. Speakers who received at least partially negative reviews included Oscar Armstrong from State, Bob Shepherd from Commerce, Ben Evans, O/DCI, and Lawrence Krause from Brookings. On the last day [REDACTED] spent about two hours with the class challenging them to go back to their jobs and "invent the future."

Problems

11. No major problems were encountered during this running. The compatibility of the class members served to minimize any problems which might have been caused by speaker changes and the like.

Summary of Class Reaction

12. The overall class evaluations of the course were generally good. They felt that the objectives had been met. Individual reactions to both particular speakers and the phases tended, however, to vary more widely than has been evident in other recent runnings. A good example of this were the comments on [REDACTED] from the FBI. They ranged from [REDACTED] presentation was probably the best of the week." and "Very good. By far the most articulate Bureau spokesman I've heard," to [REDACTED] was a total loss and I had the impression he was only mouthing platitudes" and "I had the feeling of being lectured to by an irate Catholic Irish pastor. I heard him as loud and overbearing."

13. On a scale of 1 to 7, Phase I evaluations ranged from 3 to 7 with an average 5.3. Phase II evaluations ranged from 4 to 6 averaging out at 4.8 and the Field Trip evaluations ran from 3 to 7 with an average of 5.0. The Phase III evaluations were the lowest, ranging from 2 to 6 with an average of 4.2.

STATINTL

MIDCAREER COURSE

NO. 45

OPENING DAY

29 January 1975

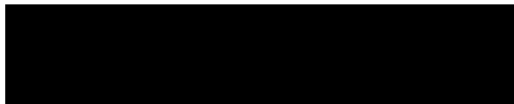
Room 916

Chamber of Commerce Building

PHASE I

THE AGENCY

2 - 18 February 1975



25X1A

Headquarters Area

INTELLIGENCE INSTITUTE
OFFICE OF TRAINING

E-2 CL: 011208

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Approved For Release 2000/06/01 : CIA-RDP80-00536A000400050001-6

MIDCAREER COURSE

NO. 45

CHAIRMAN:

[REDACTED]
Room 921, Chamber of Commerce
Extension 2063

25X1A

[REDACTED]
Room 921, Chamber of Commerce
Extension 2063

25X1A

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TRAINING ASSISTANT:

[REDACTED]
Room 921, Chamber of Commerce
Extension 2063

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MIDCAREER COURSE

The Midcareer Course was started in 1963 to provide an opportunity for promising, middle-level officers to broaden their professional horizons. The Course has become well-known throughout the Agency as an important aspect of career development as well as a forum for the exchange of views between senior managers from many components of CIA and course participants. This success is illustrated by the decision in mid-1973 to increase the number of runnings per year from four to six.

COURSE OBJECTIVES

Midcareer Course members are expected to:

1. Gain a broad understanding of the Agency as a whole, the directorates and components other than their own, and of issues of current concern to Agency management.
2. Increase their knowledge of the other elements of the Intelligence Community and the policy making process.
3. Obtain insight into national and international developments of significance that bear on the U.S. foreign intelligence effort.

PHASES

The Midcareer Course is divided into three phases which in succession emphasize each of the three objectives. You should, however, keep in mind that the range of subject matter covered in each of the phases contributes to the attainment of all three objectives.

25X1A

MONDAY, 3 February 1975

PHASE I--THE AGENCY

The Course opens with an examination of the organization, mission, role, and functions of the Central Intelligence Agency. Most of you have spent your careers in one Directorate, some in one office or division, and even a few in one branch, therefore, our objective in this Phase is to open up the Agency to your critical inspection, to broaden your perspectives on the operations of other offices and Directorates, and to offer you new insights into how your job relates to the larger picture of the intelligence process.

0800-0850 Convene in Classroom 11
Course Administration

Block I--Mutual Perceptions:
The Agency and us

In the first Block of this Phase you will consider how you, as Midcareerists, see yourselves as employees and how you view the Agency. You will have an opportunity to discuss mutual problems and to suggest solutions. The role of the Directorate of Administration will be discussed, as will legal and media relationships. Finally, those officers primarily concerned with personnel and security matters will discuss their perceptions of the problems of people in the Agency.

0900-1200 Team Exercise: Midcareerist
Obstacles

This team exercise is designed to bring our collective thoughts, as a class, to bear on problems that we have individually perceived at one time or another. We want to identify and clarify obstacles that intrude upon individual career development or on the realization of Agency missions. We will then seek to formulate or suggest ways of overcoming them. The exercise should surface and bring into focus shared individual concerns and concerns about the Agency that we may explore throughout the entire five weeks.

Lunch

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MONDAY, 3 February 1975

~~1305-1615~~
~~1300-1515~~

Team Reports

Dinner

1900-2100

An Evening with the
Deputy Director for
Administration

John F. Blake

The DDA will speak briefly on the current status of his Directorate, bringing you up to date on recent changes and giving you his views on the outlook for future activities. He would then like to discuss those questions and problems which are of particular interest and concern to you.

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TUESDAY, 4 February 1975

25X1A

0800-0930

Reading

Class

Intelligence Institute,
Office of Training,
Study Guide: The
Organization of CIA,
January 1975, 12p.
and chart. SECRET

25X1A

"CIA and
the Congress," pp 1-14,
Studies in Intelligence,
Vol 18 No. 2, Summer 1974.
SECRET No Foreign Dissem

Rep. Lucien Nedzi,
"Oversight or Overlook:
Congress and the US
Intelligence Agencies,"
pp 15-20, Studies in
Intelligence, Vol 18
No. 2, SECRET No
Foreign Dissem

Director of Central
Intelligence, Statement
to the Presidential
Commission on CIA
Activities within the
United States, 13 January
1975.

Supplementary reading:

Briefing Officer,
Intelligence Institute,
Office of Training,
The Central Intelligence
Agency, January 1974,
24 p. UNCLASSIFIED

*This Office of Training handout may be
useful for a quick refresher on some
of the aspects of our work that we make
public. It does not treat any aspect
in depth, but it may suggest what can
be said in answer to questions.*

25X1A TUESDAY, 4 February 1975
[REDACTED]

0945-1045 CIA Today

[REDACTED]
Briefing Officer,
OTR

25X1A

25X1A

To begin our consideration of the Agency, [REDACTED] will describe how it is presently organized, some of the rationale for this organization, and in general the work of the various components.

1100-1200 The Agency Image in Perspective

[REDACTED]
Office of the
Legislative Counsel

25X1A

Much public attention has been focussed in recent weeks on the Agency following press allegations regarding "massive illegal" CIA domestic activities. Our speaker, a long-time DDO officer, will discuss the current public perception of the CIA image and how this might impinge on the future operational effectiveness of the Agency.

Lunch

1300-1400 The Agency's Relations with the Press

Angus M. Thuermer
Assistant to
the Director

The problem of the Agency's image as reflected in the press is of concern. Our speaker will discuss the various aspects of the problem and how the Agency deals with it.

TUESDAY, 4 February 1975

25X1A [REDACTED]

0945-1045 CIA Today

[REDACTED]
Briefing Officer,
OTR

25X1A

25X1A
To begin our consideration of the Agency, [REDACTED] will describe how it is presently organized, some of the rationale for this organization, and in general the work of the various components.

1100-1200 The Clandestine Service and the Public

[REDACTED]
Office of the
Legislative Counsel

25X1A

Much attention has been focussed in recent weeks on the Agency and particularly on DDO activities. Our speaker, a long-time DDO officer, will discuss how the public views clandestine activities and the effect of recent public disclosures on this image.

Lunch

1300-1400 The Agency's Relations with the Press

Angus M. Thuermer
Assistant to
the Director

The problem of the Agency's image as reflected in the press is of concern. Our speaker will discuss the various aspects of the problem and how the Agency deals with it.

25X1A

TUESDAY, 4 February 1975

1415-1545 The Agency in
Perspective

Walter Elder
Chief, CIA
History Staff

*The Agency has had an interesting
and sometimes turbulent life since
its creation in 1947. Our speaker
will put this history into perspective,
using case histories to illustrate
where we have been and why.*

Dinner

25X1A

25X1A

1900-2100 Evening Session -

Angus M. Thuermer
Walter Elder

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25X1A

WEDNESDAY, 5 February 1975

0800-0900

Reading

Class

CIA, Employee Bulletin
No. 397, "New Approaches
to Personnel Management,"
1 April 1974, ADMINISTRATIVE -
INTERNAL USE ONLY

Office of Personnel (a
briefing prepared for
Harold Brownman, DDM&S),
"Annual Personnel Plan,"
ADMINISTRATIVE - INTERNAL
USE ONLY

-----, Annual
Personnel Plan: Comment
Sheet, ADMINISTRATIVE -
INTERNAL USE ONLY

-----, Annual
Personnel Plan, FY 74/75
(Table of Contents only;
the actual forms are
available for examination),
ADMINISTRATIVE - INTERNAL
USE ONLY

-----, Personnel
Development Program--FY 1975,
ADMINISTRATIVE - INTERNAL USE
ONLY

-----, Personnel
Development Program Report
Formats--Section I, ADMINISTRATIVE-
INTERNAL USE ONLY

-----, PDP Charts
and forms--Executive-level
Development, and two Sample
models for Developmental
Profiles; available for
examination, ADMINISTRATIVE -
INTERNAL USE ONLY

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WEDNESDAY, 5 February 1975

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Central Intelligence Agency,
Affirmative Action Plan for
Equal Employment Opportunity,
Calendar Year 1975, Part D,
pp. 23-47, November 1, 1974,
UNCLASSIFIED

0900-0930 Individual Presentation

~~1015-1110~~

~~0945-1045~~ The Agency and
Its People

25X1A

~~Fred W. Janney~~
Deputy Director of
Personnel for
Plans and Control

Our speaker will describe and clarify the underlying philosophy of the new personnel management tools--Annual Personnel Plan (APP) and Personnel Development Program (PDP)--that came from the Personnel Approaches Study Group (PASG). He will also describe other matters of personnel management in which the Office of Personnel has a key role, as well as those for which OP has a monitoring and guidance function.

~~1115-1210~~

~~1100-1200~~ Security in the
Agency Today

25X1A

~~Charles W. Kane~~
Deputy Director of
Security

The Office of Security is charged with guarding Agency secrets against a variety of threats and accidents. The foreign intelligence threat is still present, using ever more sophisticated methods and equipment; but in addition, security-related problems of safeguarding information and installations, both in the U.S. and abroad, have become more numerous and complex. Mr. Kane will describe the environment within which the Office of Security works and what its major current activities are.

Lunch

25X1A

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WEDNESDAY, 5 February 1975

1310
~~1300~~

Film: What's the
Matter with Alice?

*As an introduction to our Equal Employment
Opportunity presentation, some of the
problems of this field are addressed
in this new film, particularly the area
of upward mobility.*

1345-1445
~~1330-1430~~

Equal Employment
Opportunity in the
Agency

Thomas W. Holmes, Jr.
Director of Equal
Employment Opportunity
Programs

*The DCI is firmly committed to
achieve equal employment
opportunity for all CIA
employees. Mr. Holmes will
describe the nature of the
problem and the actions to
be taken to attempt to solve
it.*

Dinner

25X1A

1900-2100

Evening Session -

~~Fred W. Janney~~
~~Charles W. Kane~~
Thomas W. Holmes, Jr.

25X1A

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THURSDAY, 6 February 1975

0800-0830

Reading

Class

Director of Central
Intelligence, Key
Intelligence Questions
for Fiscal Year 1975,
DCI/NIO 1751-74,
9 Aug 1974, SECRET

Director of Central
Intelligence,
Perspectives for
Intelligence, 1975-1980,
USIB/IRAC D22.1/20,
July 1974, 13p. SECRET
No Foreign Dissem

0845-0945

Individual Presentations

Block II--Collection and Processing

Intelligence collection rests at the base of the intelligence process where the most money and manpower is expended. We begin with the area of human collection for which the Agency has a unique responsibility. We will then look at technical collection systems of today and those we can expect tomorrow and relate the impact of these on us all as intelligence officers. We will see how human and technical intelligence interact and complement each other.

1000-1130

The Peoples Republic
of China

Our speaker will describe the collection activities against the Peoples Republic of China. He will cover the status of China as an intelligence target, analyze the impact of more recent international events on collection activities--the border clashes with the USSR and the former President's visit to the mainland--and indicate the level of the DDO collection effort against the PRC.

25X1A

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THURSDAY, 6 February 1975

25X1A

Lunch

25X1A

1230-1400 The Soviet Union
as an Operational
Target

Despite the recent trends toward more cordial relations between the USSR and the US, the Soviet Union remains one of the two "hard targets" for the Operations Directorate. Our speaker this afternoon will describe approaches to the target and the difficulties encountered; several case histories will be presented.

25X1A

25X1A 1415-1515 Field
Activities

~~Deputy Chief,~~
Near East Division,

25X1A *How a typical field is organized to accomplish its objectives, how it receives and acts on new requirements*
25X1A *for both FI and and how it interacts with Headquarters are some of the questions which will be considered by the speaker. He will also describe the relationships between CIA and other overseas agencies particularly the State Department, where there is some overlap of reporting responsibilities.*

25X1A

Dinner

25X1A

1900-2100 Evening Session -

25X1A

25X1A

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MONDAY, 10 February 1975

25X1A

0800-0830

Reading

Class

25X1A

"Science, Technology,
and Change: Implications
for the Central Intelligence
Agency." January 1972.
SECRET

Planning Study for
Research and Development,
Some Likely Key Intelli-
gence Questions for the
1980's, RDP 1, 1 June 1974,
SECRET No Foreign Dissem
Background Use Only

A Study of Climatological
Research as it Pertains
to Intelligence Problems,
RDP 2, August 1974.
CONFIDENTIAL CIA Internal
Use Only

0830-0930

Individual Presentations

⁰⁹⁵⁵
~~0945~~-1030

Technology and
Intelligence

James V. Hirsch
~~Sayre Stevens~~
~~Associate Deputy~~
~~Director for~~
~~Science and~~
~~Technology~~
Director of
Research and
Development

*Our speaker will present an
overview of his Directorate,
focusing on the whole of the
Directorate's mission,
organization, and the inter-
relationships of the components.*

25X1A

MONDAY, 10 February 1975

25X1A

¹²⁰⁵
1045-~~1200~~

The Office of
Development and
Engineering

~~Leslie C. Dirks~~
Deputy Director of
Development and
Engineering

The principal exotic systems now in use will be described so laymen can understand what they do, how they do it, what the product is and how it is used. We will also hear of the technical achievements that lie just ahead and for which we should be getting ready now before they overwhelm us.

Lunch

^{1305 - 1400}
~~1300-1400~~

ELINT Activities

Robert D. Singel
Director of ELINT

25X6

¹⁵⁴⁵
1415-~~1515~~

The Office of
Research and
Development

James V. Hirsch
Director of
Research and
Development

This is the office that takes a "far-out" look at science and technology to see what it can do for us to keep ahead of the lead time problem. This small group pushes "the state of the art" of US science to the outer limits for the nation's benefit. We will hear examples of what's already been done and what's on the drawing boards.

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MONDAY, 10 February 1975

25X1A

Dinner

1900-2100

Evening Session -

25X1A

~~Sayre Stevens~~
Leslie C. Dirks
Robert D. Singel
James V. Hirsch

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25X1A

0830-0930 Individual Presentations

The final step in the intelligence process is the production of finished intelligence. During this Block we consider four types of finished intelligence--economic, political, scientific and military.

Maurice C. Ernst
Director of
Economic Research

The deteriorating position of the US in the world economy is a problem which has had a particular impact upon the operations of the Office of Economic Research. Our guest will describe how the policy makers' interests in economic intelligence have shifted and how OER has met the new and increasing demands for finished economic intelligence. He will discuss the organizational changes OER has made, as well as the changes in its requirements for intelligence collection.

25X1A

Chief, Middle East-
Africa Division, OCI

One of the major missions of the Agency is to provide rapid world-wide intelligence reporting and analysis for the highest policy-making levels, including the President. A representative of OCI will relate how his Office meets this current reporting function and describe the problems, both substantive and organizational, which OCI faces in satisfying this requirement.

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25X1A

TUESDAY, 11 February 1975
[REDACTED]

1300 Individual Presentation

1345-1445 The Office of Political
Research

Lewis J. Lapham
Director, Political
Research

*This office was created primarily
to conduct political and inter-
disciplinary research in depth,
rather than current intelligence.
The Director of OPR will discuss
the rationale behind its
formation, its current status
and activities, and what he
believes the future holds in store.*

Dinner

1900-2100 Evening Session -
[REDACTED]

25X1A

Maurice C. Ernst

Lewis J. Lapham

25X1A

WEDNESDAY, 12 February 1975

25X1A

Dinner

1900-2100 Evening Session - [REDACTED]

25X1A

25X1A

Managing the
Intelligence
Community

Lt. Gen. Samuel V.
Wilson
Deputy to the
DCI for the
Intelligence
Community

The Director of Central Intelligence was charged by the President in November 1971 with exerting more influence throughout the intelligence community. This charge was reiterated by President Ford in October 1974. To assist in carrying out this charge, the Director created the Intelligence Community Staff. Our speaker will outline the scope of this responsibility, some of the major problems, and his prognosis for success.

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25X1A

THURSDAY, 13 February 1975

0800-0900	Discussion	Class and Staff
0910-0940	Individual Presentation	
0945-1045	<u>The Production of Scientific Intelligence</u>	<u>Karl H. Weber</u> Director of Scientific Intelligence

The focus of this presentation will be upon the function of the Office of Scientific Intelligence as a producer of finished intelligence reports. The Director of Scientific Intelligence will discuss the functional and geographic areas of concern to this office, the relationships with other producing components in CIA and in the Intelligence Community, current priorities, and the types of finished intelligence produced by its various components.

1100-1200	<u>The Office of Weapons Intelligence</u>	<u>Ernest J. Zellmer</u> Director of Weapons Intelligence
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The Office of Weapons Intelligence is an important producer of finished intelligence for the DDS&T. Mr. Zellmer will discuss the ways in which OWI uses raw data from telemetry, imagery, radar tracking and other information to build a coherent picture of the capabilities and performance characteristics of a strategic weapons system. Examples will be given of actual cases.

Lunch

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THURSDAY, 13 February 1975
[REDACTED]

25X1A 1300-1400 The Agency's
Responsibility
in Strategic
Research

The speaker will discuss OSR's role in the production of military intelligence, differentiating its efforts in this field from that of other Agency and non-Agency components. He will trace the history of military intelligence work in the Agency and will describe current research priorities and problems. He will also discuss problems and issues he confronts as an office manager.

[REDACTED]
~~Acting Director
of Strategic
Research~~
Chief, Strategic
Forces Division,
OSR

25X1A

1415-1515 Imagery Analysis

George W. Allen
Director, Imagery
Analysis Service

The speaker will discuss the role of IAS in support of intelligence production and operations components of CIA. He will focus particular attention upon the support provided to on-going disarmament talks--SALT and MBFR.

25X1A

Dinner

1900-2100 Evening Session -
[REDACTED]

Karl H. Weber
Ernest J. Zellmer

25X1A

George W. Allen
[REDACTED]

25X1A

25X1A

FRIDAY, 14 February 1975

0830-0930 Individual Presentations

Block IV--Support to the Intelligence Process

Intelligence collection, processing and production require a variety of support mechanisms. During the next two days you will hear about some of these activities and visit one of our major support facilities.

0945-1045 Logistical Support
of Agency Activities

Michael J. Malanick
Director of Logistics

Logistics has changed its emphasis greatly since the winding down of activity in Southeast Asia and the present disinclination of the Administration to engage in any more large scale paramilitary ventures. These changes in emphasis and their effects will be described for us as they have become part of the "new look" in the logistics field.

1100-1200 Financial Operations
in the Agency

Thomas B. Yale
Director of Finance

Financial operations within the Agency are complex and require careful control. Like many other offices in the Agency, our speaker's office has had to reorganize itself to do more with less. He will describe his office's objectives and discuss new simplifying and streamlining techniques and the increasing use of computers to perform routine tasks.

Lunch

1300 ETD

MONDAY, 17 February 1975

WASHINGTON'S BIRTHDAY -- HOLIDAY

TUESDAY, 18 February 1975
(Local Field Trip and Headquarters)

25X1A -0800 Car pools depart for
[REDACTED]

0900-1200 Technical Service
in Support of
Operations

David S. Brandwein
Director of
Technical Service

The Office of Technical Service primarily provides technical support to operations of the DDO. You will have an overview of these activities and then tour OTS facilities to learn of the kinds of equipment and support which the Office can supply.

Briefings and Tour
of Laboratory

OTS Staff

1215 Car pools depart for
Headquarters

Lunch

1400-¹⁵⁰⁰~~1515~~ Developments in
Agency Communications
(Room 1E-78)

[REDACTED]
Director of
Communications

25X1A

Communications are a vital link in all activities of the Agency, both at Headquarters and overseas. Our speaker will describe the various forms of communications handled by his office, the types of equipment employed, and the outlook for the future in terms of advancing technology. Following [REDACTED] presentation there will be a demonstration of equipment used in covert operations.

25X1A

TUESDAY, 18 February 1975
(Local Field Trip and Headquarters)

1515-1600 *Four or Signal Center*
** Cable Sec*
1530-1600 Covert Equipment
Demonstration

25X1A

1615 The Intelligence
Directorate
(7D-32)

Edward W. Proctor
Deputy Director
for Intelligence

As our final speaker in Phase I, the DDI will share his perspective on the issues and problems which currently confront his Directorate. In this broad overview, he will cover the changes and innovations which have already been made in the organization of the Directorate and in its intelligence product, as well as additional alterations which may yet be undertaken. He also wants to have an informal exchange of views on the relationship of the intelligence producers to both the intelligence collector and the consumer of finished intelligence.

MIDCAREER COURSE

NO. 45

PHASE II

THE INTELLIGENCE COMMUNITY
(19 - 21 February 1975)

Chamber of Commerce Building

PHASE III

WORLD AFFAIRS
(24 February - 7 March 1975)

Chamber of Commerce Building

Headquarters Area

and

Field Trip

INTELLIGENCE INSTITUTE
OFFICE OF TRAINING

WEDNESDAY, 19 February 1975
(Room 916, Chamber of Commerce Building)

0830 Discussion Class and Staff

PHASE II--THE INTELLIGENCE COMMUNITY

Now that you have an appreciation for the issues and problems which face CIA today and an understanding of the organization of the Agency, we turn to the Intelligence Community. Speakers representing most of the other members of the Community will provide us with insights into the problems they face in their own agencies and with respect to each other.

0915-1015 Reading Class

Intelligence Institute,
Office of Training,
Study Guide: The
United States
Intelligence Community,
July 1974, 25p. and
Chart. SECRET

David S. Brandwein,
"Confessions of a
Former USIB Committee
Chairman," pp 43-50,
Studies in Intelligence,
Vol 18 No. 2, Summer
1974. SECRET No
Foreign Dissem

Supplementary Reading

Marvin and Bernard Kalb,
"Twenty Days in October,"
New York Times Magazine,
June 23, 1974, p.3ff.

An interesting account, adapted from the Kalb brothers' book on Kissinger, of the orchestration of the Middle East cease-fire. It illustrates very well the stop-and-go nature of diplomacy and the importance a little bit of intelligence assumes in a relative vacuum. The Intelligence Community does not subscribe completely to every statement made by the Kalbs, but we feel that this article provides a worthwhile view from the outside.

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WEDNESDAY, 19 February 1975
(Room 916, Chamber of Commerce Building)

~~1345-1515~~
~~1030-1200~~

The Intelligence
Community

We begin Phase II on the Community with an overview of its composition. Our speaker, a former Agency official with wide experience, will discuss the components of the Community, how they interact, and how they obtain their resources in an era of ever-constricting allocations.

Lunch

1300

Phase I Evaluations
and Course Administration

~~1330-1400~~

Individual Presentation

~~1040-1200~~

~~1415-1515~~

The National
Intelligence
Officers

George A. Carver
Deputy to the
DCI for National
Intelligence
Officers

The National Intelligence Officer system has been introduced to provide the Director with a small group of officers drawn from the Intelligence Community responsible for specific subjects or areas. Our speaker will discuss the origins of this concept, how it is evolving, and what lies ahead.

1530-1630

The Bureau of
Intelligence
and Research

G. Harvey Summ
Director, Office
of Research and
Analysis for
African and
American Republics,
INR

The Department of State is first in the US Government with international concerns. Although small in size, INR has a strong voice in the Community. Our speaker will elaborate on the role of INR, with particular attention to relations with the Agency at home and abroad.

25X1A

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THURSDAY, 20 February 1975

([REDACTED] and

Room 916, Chamber of Commerce Building)

25X1A

0815 Bus leaves from Chamber
 of Commerce Building to

25X1A

[REDACTED] meet at
rear of Chamber of
Commerce Building)

0900-1130 The National
 Photographic
 Interpretation
 Center

John J. Hicks
Director, National
Photographic
Interpretation
Center

*Although NPIC is predominantly a
processor, it is closely involved
with research and development
personnel, collectors, and pro-
ducers. It provides a mass of
critical information for use in
the finished intelligence report
and in the decision making process.
The Director of NPIC will discuss
his support to the Intelligence
Community. You will also have
an opportunity to visit with
PI analysts in a division of
your own choosing.*

Lunch at [REDACTED] Cafeteria

1230 Bus to Chamber of
 Commerce Building

25X1A

1330-1500 The Defense
 Intelligence
 Agency

25X1A

*How well is our military counterpart
doing in coordinating DOD intelligence
functions? Are the areas of overlap
undesirable duplication or desirable
redundancy? What changes are
being made? What does the future
hold for DIA in its relations to
CIA and the other members of the
Community? These are some of the
questions to which our speaker will
address himself.*

25X1A

THURSDAY, 20 February 1975
[REDACTED] and
Room 916, Chamber of Commerce Building)

1515-1645

The National
Security Agency

The National Security Agency is the principal US organization in the SIGINT field. The speaker will discuss NSA operations, particularly the effect of advancing technology on their activities. He will also describe areas of mutual concern and expectations for the future.

25X1A

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FRIDAY, 21 February 1975
(Room 916, Chamber of Commerce Building)

0830-0930 Individual Presentations

0945-1045 Treasury's Role in
the Intelligence
Community

J. Foster Collins
Deputy for USIB
Matters and Special
Support, Department
of the Treasury

The Department of the Treasury joined the United States Intelligence Board just over two years ago because of the unique contribution intelligence can make to international economic affairs. Our speaker will discuss Treasury's role and the kinds of information the Intelligence Community can provide for the successful conduct of US international economic policy. He will provide insights into what are considered the critical factors for the US in the world economic situation.

~~1330-1445~~
~~1100-1200~~

The FBI and
Intelligence

As Agency employees, we have several questions concerning the FBI and intelligence: Where and how does one draw the line between foreign and domestic intelligence? What are the areas of contact between the Bureau and the Agency? How are relations between us now, and how does it look for the future? How does the Director of the FBI view his Community responsibilities? Our speaker will answer these questions and others pertaining to FBI/CIA and FBI/Community relations.

Lunch

25X1A

FRIDAY, 21 February 1975
(Room 916, Chamber of Commerce Building)

~~1100-1230~~
~~1315-1445~~

The National Security
Council Under the
Ford Administration

David M. Ransom
National Security
Council Staff

The NSC mechanism works differently under every President. Our speaker will discuss how the current system works and how it is evolving in the new Administration. Our speaker will enumerate the White House priorities for the immediate future and for the longer range.

1500-1630

The President's Foreign
Intelligence Advisory
Board

Wheaton B. Byers
Executive Secretary
PFIAB

This Board, composed of outstanding private citizens, meets periodically in Washington and carries out independent studies of US foreign intelligence activities on behalf of the President. Our speaker will discuss the present membership of the Board, the kinds of activities it looks into, and how the President uses the Board. The speaker will give us his views as to what the future may hold for this advisory organization.

MONDAY, 24 February 1975
(Room 916, Chamber of Commerce Building)

0830-0900 Phase II Evaluations

0900-1000 Individual Presentations

PHASE III--WORLD AFFAIRS

The international environment within which the Agency operates has undergone some important changes in recent years. National security as a national objective has required some redefinition; whereas the Soviet threat remains paramount, new powers and threats are emerging. National welfare in a world of scarce resources and keen economic competition is demanding its share of attention among US international objectives. It is the purpose of Phase III to bring you up to date on both the continuing and new national concerns as affected by world developments, and to suggest the impact of such developments upon the work of the Agency.

1015-1145 Europe: The Other
Trans-Atlantic Pole


J. Robert Schaetzel
Former Ambassador

A retired Foreign Service Officer, most recently Ambassador to the European Communities, and a sharp critic of Washington's "neglect" of the Trans-Atlantic relationship, will examine Europe today. He will be contrasting the European post-war economy with the snail-like progress toward political integration and will also assess the strains and stresses on our Trans-Atlantic political and economic ties.

Lunch

25X1A

1300-1430 Intelligence Support
to Negotiations:
The Case of MBFR


Office of Strategic
Research

This presentation will center on our participation in the current Mutual and Balanced Force Reduction (MBFR) talks in Vienna. Our speaker will discuss how the Agency supports the MBFR negotiations while they are in progress and how the Community intends to carry out its verification responsibilities once an accord is reached.


MONDAY, 24 February 1975
(Room 916, Chamber of Commerce Building)

25X1A

1445-1645

U.S. Foreign Policy
in Perspective

A dean of American diplomatic history will briefly review U.S. foreign policy since World War II as a background for an assessment of the objectives of the Nixon and Ford administrations and their efforts to implement them. Major emphasis will be placed on the policy tensions created by diverse approaches: the desire to create a better world order and the need to protect American national interests. The presentation will end with a discussion of the prospects for a generation of peace.



TUESDAY, 25 February 1975
(Room 916, Chamber of Commerce Building)

0830-1000 Individual Presentations

1000-1200 World Population Problems

R. T. Ravenholt
Director, Office
of Population, AID

This presentation will center on the trends in world population. The speaker will explore the magnitude of world population growth and offer his views on the ramifications of the present and future growth rates upon all nations in general but with emphasis upon the less developed countries. He will discuss the difficulties involved in initiating programs designed to slow present population growth rates and the time lag before such programs are effective. The problem of providing limited food to an expanding population will also be treated.

Lunch

1330 ~~Individual Presentation~~
~~Course Administration~~

1400-1600 Prospects for Soviet-American Relations

Dr. Lawrence T. Caldwell
National War
College Faculty

The current attempt to achieve detente between the US and the USSR is a cornerstone of global relations today. Our speaker will examine the current state of US-USSR relations and the practical significance of detente. He will assess the role of trade and will evaluate the prospects for further arms control agreements. He will also discuss US and Soviet interests in the Middle East and other areas of the world.

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WEDNESDAY, 26 February 1975
(Headquarters Room 1A-07 and Flight to Miami)

0900 Discussion

1000-1050 Film: "Who Owns the Sea?"

This film, produced by the Canadian Broadcasting Corporation in 1972, presents graphically some of the issues discussed in the lecture to follow.

1100-1200 Law of the Sea

Our speaker, from the Office of Geographic and Cartographic Research, has been concentrating for some time upon the political implications to the US of various outcomes of the Law of the Sea Conference, just conducted in Caracas, Venezuela, from June to August of last year. He will summarize some of the diverse points of view held by the participants and will highlight their significance to US national interests.

Office of Geographic
and Cartographic
Research

25X1A

Lunch

Depart for Field Trip 26-28 February

CONFIDENTIAL

WEDNESDAY-FRIDAY, 26-28 February 1975
(Field Trip)

WEDNESDAY, 26 February

1245 Convene at SW Entrance
1300-1345 Bus to Andrews AFB
1400-1830 Flight from Andrews AFB to
Miami International Airport
1845 Bus to Crossway Airport Inn

THURSDAY, 27 February

~~0800~~ Bus to NOAA
0900-1200 Briefings and Tour, NOAA's
Atlantic Oceanographic and
Meteorological Laboratory
1300-1500 Briefings and Tour, Rosenstiel
School of Marine and Atmospheric
Science, University of Miami
1600-1730 Flight from Miami International
Airport to Patrick AFB, Cocoa
Beach, Fla.
1745 Bus to Holiday Inn, Cocoa Beach

FRIDAY, 28 February

~~0800~~ Bus to NASA
0830-1500 Briefings and Tour at NASA,
Cape Kennedy
1530-1830 Flight from Patrick AFB to
Andrews AFB
1845 Bus to Headquarters

CONFIDENTIAL

MONDAY, 3 March 1975

(Headquarters -- morning - 7D-32/afternoon - 1E-78)

1030
0915-1045

International Politics
and Environmental
Problems

Lindsey Grant
Director, Office
of Environmental
Affairs, Department
of State

The deterioration of the fragile ecological balance is a problem which confronts all of mankind and yet is susceptible to solution only by nations acting in concert. Emphasizing the politics of environment, our speaker will contrast US perceptions of the problem, policy options, objectives and aim with those of other nations. He will also share his views on the role intelligence may come to play in supporting the policy maker in this important area.

1100-1215

The Deputy Director's
View of the Operations
Directorate

William E. Nelson

Mr. Nelson will present an overview of his Directorate and his thoughts on the future of its operational responsibilities.

Lunch

1315-1345

Film: "Energy: Critical
Choices Ahead"

The scope and impact of the current energy crisis is described in this film recently produced by the Department of Commerce.

CONFIDENTIAL

MONDAY, 3 March 1975
(Headquarters -- morning - 7D-32/afternoon - 1E-78)

1400-1530

Energy: Challenge
of the 70's

Robert E. Shepherd
Acting Deputy
Director, Bureau
of Resources and
Trade Assistance,
Department of
Commerce

As the most technically advanced nation, the US consumes the most energy. We now must compete in a world-wide market where the number of competitors is growing while ready supplies are decreasing. This presentation will focus on the impact of dwindling energy supplies on the traditional patterns of international politics, regional groupings and alliances. The speaker will illustrate how traditional US policy objectives can come into conflict with the necessity for maintaining supplies of energy.

1545-1615

Individual Presentation

CONFIDENTIAL

TUESDAY, 4 March 1975
(Room 916, Chamber of Commerce Building)

0830-0900 Individual Presentation

0900-1000 Film: "The Palestinians"

A 1974 CBS Documentary tracing the history of people who constitute a critical factor in resolving Middle East tensions.

1015-1145 Terrorism: A New Dimension in World Affairs

Verne F. St. Mars
Chief, Foreign
Operations Division,
Office of Security,
Department of State

Terrorism is not restricted to an Israeli marketplace or the Belfast ghetto, but it can move in without warning on a San Francisco bank or on a UN delegation. A senior Department of State officer will describe the Department's efforts to neutralize terrorist acts directed at US personnel and property abroad. He will also discuss United States' inter-agency efforts to cope with this threat and will describe the Government's policies aimed at thwarting terrorist activities.

Lunch

1300-1500 The Middle East in Perspective

Our speaker will discuss current developments in the Middle East and give us his views as to what the US policy for approximately the next decade should be. He will introduce some of the historical background from this century that has led to the present situation.

25X1A

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TUESDAY, 4 March 1975
(Room 916, Chamber of Commerce Building)

1515-1615

The Middle East
and Intelligence

We turn now to the Middle East as an intelligence problem. The importance of this part of the world to the US is demonstrated by the number and range of collection and evaluation requirements levied upon the Community. Our speaker will assess the principal issues and problems from an intelligence viewpoint and will define the major areas of responsibility today and in the future for the collector and for the analyst.


Deputy National
Intelligence
Officer for the
Middle East and
Islamic World

25X1A

1515-1615

Management in CIA

Ben C. Evans, Jr.

Executive Secretariat,
O/DCI

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CONFIDENTIAL

WEDNESDAY, 5 March 1975
(Room 916, Chamber of Commerce Building
and Room 6E-60 Headquarters)

0830-⁰⁹⁰⁰~~0930~~ Discussion
CSI
0930-1000 Individual Presentation
~~1015-1115~~ The Middle East & Intelligence
~~1015-1145~~ The Multinational
1330-1500 → Corporation

Class and Staff

25X1A

Lawrence Krause
Senior Fellow,
The Brookings
Institution

One of the major factors on the international economic scene today is the multinational corporation. Our speaker, a student of the development of these organizations, will describe them and discuss their effect on international trade, balance of payments and US foreign policy interests.

~~Lunch and Travel to Headquarters~~
~~Please convene in Room 6E-60~~

1330-1500 Management in CIA

You have heard much during the past four weeks about management within the Agency. The Secretary of the Management Committee will explain how that group functions and some of the problems with which it is currently concerned. He will also be available to answer questions about management and about his Directorate.

Carl E. Duckett
Deputy Director
for Science and
Technology and
Secretary, CIA
Management Committee

1900 Informal Reception

Class, Staff
and Spouses

1930-2100 Whither Are We Going?

Richard Scammon
Director, Elections
Research Center

You have now had an opportunity to hear about and discuss some of the major problems affecting the US and the world. Many of these problems, particularly the energy crisis, drugs, economics and the environment, are having a direct effect upon the US public. Our speaker will discuss how he sees these and other problems impacting on the public and in next year's elections.

THURSDAY, 6 March 1975
(Room 916, Chamber of Commerce Building)

0900-1000 Individual Presentations

1000-1200

The Outlook for
China in World
Affairs

Oscar V. Armstrong
Director, People's
Republic of China
and Mongolia Affairs,
Department of State

China's willingness to open relations with the US suggests that Peking, while remaining intractably hostile toward the USSR, will play a far different role in world affairs in the 70's than in the previous two decades. A leading China scholar will analyze the emerging lines of its foreign policies, strategic aims and regional goals--with particular attention to the Soviet Union and the US. He will also identify contemporary forces of continuity and change at work in China.

Lunch

1330-1530

The World Food
Situation

Joseph W. Willett
Director, Foreign
Demand and Competition
Division, Economic
Research Service, USDA

The "prophets of doom" are looking very pessimistically at the present food situation and the outlook for the future. Our speaker, an authority on worldwide agricultural programs, takes a more optimistic approach to the problem. He will discuss what is being done currently and suggest what additional things need to be accomplished. He will cover the effects of the world economic situation, international politics, and weather vagaries upon efforts to increase the quantity and quality of agricultural products. Finally, he will bring this all together within the framework of advanced agricultural technology throughout the world.

THURSDAY, 6 March 1975
(Room 916, Chamber of Commerce Building)

25X1A

1545-1645

International Drug
Trafficking: The
Role of Intelligence

Drug abuse in the US resulted in former President Nixon naming the prevention of illegal importation of drugs into the US a major national objective for the 70's. All resources of the US Government have been mobilized, including those of CIA. Our speaker will outline in broad form the international scope of drug trafficking, and will focus primary attention on what the Agency response has been to this new and somewhat unconventional priority. He will also discuss the relationship of CIA with the Drug Enforcement Administration/Department of Justice and other US agencies abroad under the guidance of the Cabinet Committee for International Narcotics Control (CCINC).

FRIDAY, 7 March 1975
(Room 1A-07 and 7D-64 Headquarters)

0900	Discussion	Class and Staff
0930	Phase III Evaluations	
1000-1200	<u>Inventing the Future</u>	

During the past five weeks you have heard from a large number of speakers on a great variety of topics. Our final speaker will now challenge you to return to your assignments next week and your assignments next week and "invent the future" in a positive, active way. He will discuss "futurism" as a positive philosophy for approaching many of the problems discussed during the course.

Lunch

~~1330-1415~~ Overall Evaluations

~~1430~~ Informal Remarks

1400

Vernon H. Walters

~~William E. Colby~~

Deputy Director of Central Intelligence

Award of Certificates

25X1A

25X1A

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